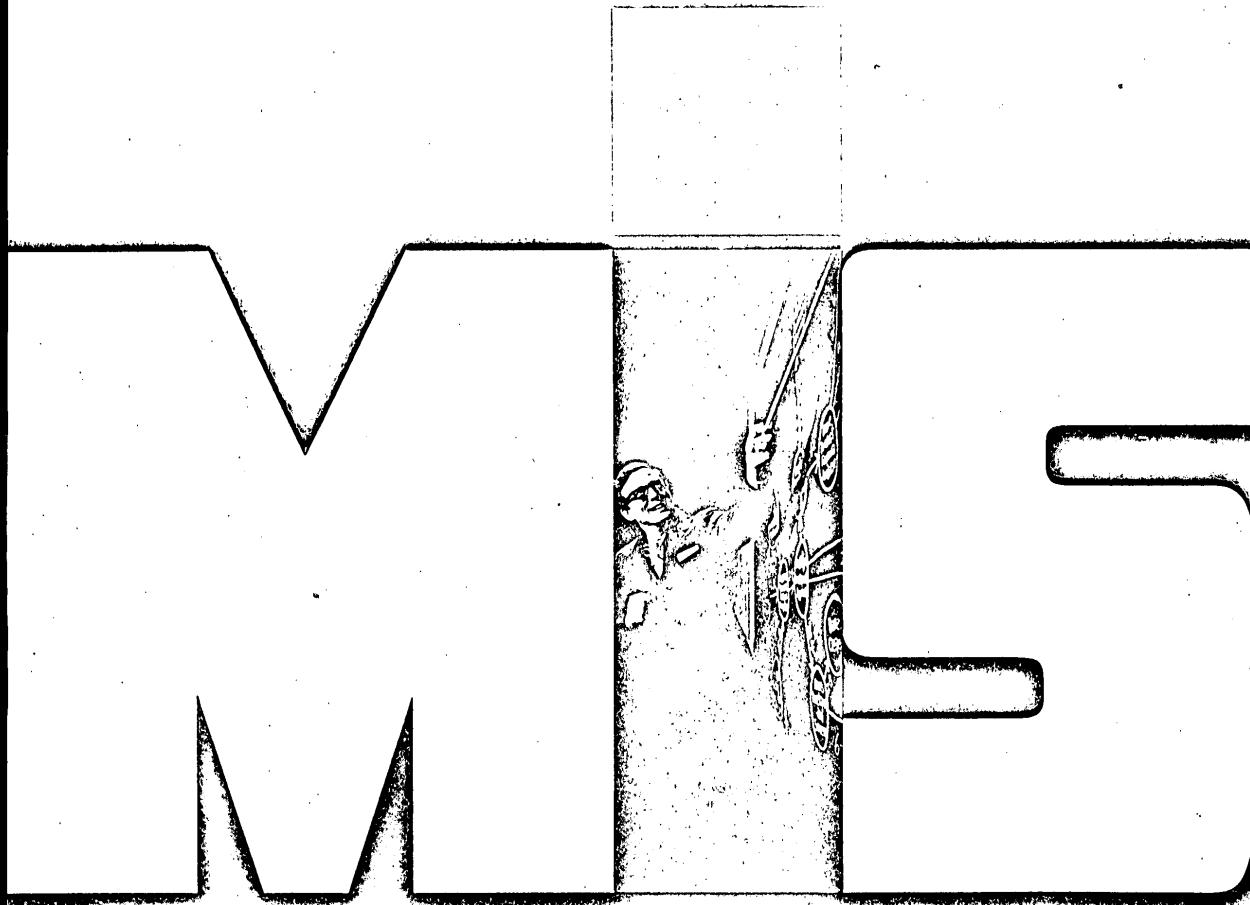E. Limitations of management science
methodologies and techniques

F. What information is needed for disciplined
management decision-making?

G. Who needs the information, where is it,
who provides it?

H. Should management scientists manage?

I. Examples of practical results achieved
through the application of management
science

V. Technology for MIS

A. Present status and future trends in MIS
hardware and systems approaches

B. Developments in computers, storage
devices, display devices and
communications

C. Impact of mini-computers and computer
utilities

D. Role of higher level languages for
managers, systems analysts and
programmers

E. Cost/performance implications of new
technology for period 1970-1980

F. Adapting the MIS to changing technology
through emulation, higher level languages
and other means

VI. Managing the MIS Function

A. MIS project organization, management
and control

B. Human resources for MIS development

C. Qualifications of the MIS director:
1. Should he have a technical
background?

D. Relationship of the MIS director to top
management and line management

E. Problems in justification of MIS

F. Selection and utilization of outside
consultants, contractors and packages

G. Examples of MIS project organization and
system development experience

VII. Case Studies of MIS Development

A. Manufacturing company

B. Financial institution

SEMINAR FACULTY

Robert V. Head—Course Director

Robert V. Head is nationally known as an author, speaker and consultant in the information systems field. A Phi Beta Kappa, Mr. Head was formerly with IBM's Systems Research Institute; Vice President, Security National Bank; and President, Software Resources. He is an editor of *Datamation* and the *Journal of Systems Management*. He is also the author of *Real-Time Business Systems*, Holt, Rinehart & Winston. A frequent speaker at national meetings, his numerous articles and papers on information systems have appeared in almost every major business publication. Mr. Head has over 14 years experience in information systems design and is currently *President of the Society for Management Information Systems*.

Richard F. Coleman is President of Applied Computer Technology in San Francisco. Formerly Director of Automation for the U.S. Savings and Loan League, he established their Computer Service Division. As Planning Manager of Montgomery Ward, he developed the Planning and Management Information Systems for their expansion program. He has held academic posts with the University of San Francisco and the University of California and served as staff speaker for the USF Management Development Center.

Dr. James V. Milano is Director of Corporate Information Services of Chas. Pfizer & Co., Inc. Formerly Chief of Systems for the U.S. Army, Dr. Milano has served on the faculty of George Washington University. An experienced lecturer, he is the author of numerous systems, articles, among them: "Modular Method of Structuring MIS."

John S. Christenson is Manager of Computer Applications & Services for Caltex Petroleum Corp. in New York. Mr. Christenson, in systems development since 1957, was the project manager of the original Caltex MIS, which has been operating since 1963.

Richard E. Sprague is President of Personal Data Services Corp. Formerly Vice President of Computer Research Corp., he was a Partner and Director of Advanced Business Systems for Touche, Ross, Bailey and Smart. Author of *Electronic Business Systems*, Mr. Sprague has an extraordinarily wide background in information systems development.

Albert E. Suter is Executive Vice President of L. B. Knight Associates, a leading management consulting firm. The holder of BME and MBA degrees, Mr. Suter is a frequent speaker at national societies and is best known for his work in informations systems and control.

Robert N. Hodgson is Vice President and Director of Management Planning Systems of Synergistic Software Systems in Houston. Formerly with IBM and Continental Oil, he has been in corporate information systems development since 1957. Mr. Hodgson is the author of *Management and The Computer in Information and Control Systems*, McGraw Hill.

MANAGEMENT INFORMATION SYSTEMS

San Francisco—January 6-8
The Fairmont Hotel

Chicago—February 8-10
The Conrad Hilton Hotel

New York—March 1-3
The Roosevelt Hotel

The concept of integrated management information systems was originally highly promoted and taken quite seriously. Initial efforts were received with great expectation but were followed by a record of mild successes and substantial disenchantment. Much has been learned in the intervening time; and based upon the information gained from painful starts, companies have only recently been able to operate economically successful systems. David Hertz, Pres. of McKinsey & Co., estimates that 125 companies are today profitably operating computer-based management information systems.

Among many timely elements studied will be the planning process and the incorporation of "what if" models into the system to aid general managers in planning decisions.

In view of the extensive nature of the subject, each lecturer has been chosen for his outstanding reputation, superior expertise and precise knowledge of a specific area of MIS development.

About AMR

AMR is a leading management education organization structured to fill the need for a superior level of management information. It distinguishes itself from other organizations on the basis of objectivity and quality. AMR is an entirely independent educational organization, not affiliated with software, consulting, or any other type firms. To maintain its reputation for excellence, AMR retains a continuing faculty of distinguished business leaders, practitioners and researchers from industry, government and the professions.

SEMINAR OUTLINE

I. MIS—A Conceptual Overview
A. What is an MIS?
B. Why have one?
C. Is MIS really new?
D. Evolution of MIS
E. Theory of MIS
F. Continuity of MIS with earlier principles:
  1. Scientific management
  2. Management by exception

II. Developing the Data Base
A. Data base concepts and state of the art
B. Data base organization principles and techniques
C. Levels of data base organization and usage
D. Principles and limitations of information retrieval
E. Data management systems, languages and software
F. Approaches to data elements identification and definition
G. Redundancy problems in data base organization, development and usage
H. Role of specialized data bases for different industries
I. Trends in data management systems and software
J. Examples of data base organization and development

III. Organization Impact of MIS
A. Overall impact of MIS on corporate organization and management
B. Role of top management in MIS design, development and usage

IV. Role of Management Science in MIS
A. What is management science (operations research)?
B. Quantitative approaches to decision-making by means of modeling, linear and non-linear programming, etc.
C. Programmed versus non-programmed decisions
D. Decision-making under conditions of uncertainty

A partial list of clients and some of those firms whose key executives have

AT&T	Container Corp. of America	IBM
Allis-Chalmers	Corning Glass	INA
Anaconda Aluminum	D'Arcy Advertising	International
Anheuser-Busch	Dow Chemical	Johns-Manvil
Atlantic Richfield	Doyle, Dane, Bernbach	Kaiser Alumin
Avon Products	Du Pont	Kimberly-Clar
N. W. Ayer	Eastman Kodak	Kraft Foods
Bank of America	Equitable Life Assurance	Kroger Comp
Bethlehem Steel	Fairchild	Lever Brother
Boeing	Firestone Tire	Eli Lilly
Bristol-Myers	First National City Bank	Ling-Temco-V
Campbell Soup	Foote, Cone & Belding	Thomas J. Lip
Canadian Ind., Ltd.	Ford Motor Co.	MacManus, Jc
Caterpillar Tractor	General Electric	McDonnell Dc
Chase Manhattan Bank	General Foods	McGraw-Hill
Chesebrough-Pond's	General Motors	Mennen Comp
Chrysler Corporation	Genesco	Merck Sharp
Ciba Pharmaceuticals	Gillette	Metropolitan L
Colgate-Palmolive	Green Giant	Mobil Oil
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Gentlemen: Please include me in your seminar.

MANAGEMENT INFORMATION SYSTEMS

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  The Fairmont Hotel   The Conrad Hilton Hotel

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009SPECIAL

STAT

OFFICER CLASSIFICATION STRUCTURE CHART
(To be used in conjunction with AFM 36-1)

15 May 1967
Effective 31 July 1967

AFVA 36-1B

Column 1

CAREER AREA	CODE	UTILIZATION FIELD TITLE	AFSC	AFS TITLE
OPERATIONS	10, 11, 12, 13, 14	PILOT	1025	Pilot, Helicopter
			A	UH/HH-19
			B	CH/HH-21
			C	HH-43
			D	UH-1
			E	CH/HH-3
			Z	Other
			1035	Pilot, Search-Rescue
			A	HU-16
			B	HC-130
			C	HC-54
			Z	Other
			1045	Pilot, Transport
			A	C-54
			B	C-97
			C	C-118
			D	C-121, RC-121
			E	C-124
			F	C-133, T-29
			G	C-135
			H	C-135, VC-137
			J	C-130
			K	C-140, T-40
			L	C-141
			Z	Other (includes T-39, C-47, C-119, U-3, U-4)
			1055	Pilot, Troop Carrier
			A	C-123
			B	C-130
			C	C-124
			D	C-141
			E	CT-2
			Z	Other (includes C-119)
			1065	Pilot, Tanker
			A	KB-50
			B	KC-97
			C	KC-135
			1115	Pilot, Tactical Fighter
			A	F-84, F-86
			B	F-100
			C	F-101
			D	F-104
			E	F-105
			F	F-4
			G	F-111
			H	F-5
			J	A-1E
			R	Pilot, Systems Operator F-4
			S	Pilot, Systems Operator F-111
			Z	Other (includes T-28, T-33, T-37, T-38)
			1125	Pilot, Fighter-Interceptor
			A	F-86
			B	F-89, F-94
			C	F-101
			D	F-102
			E	F-104
			F	F-106
			Z	Other (includes F-100)
			1225	Pilot, Tactical Bomber
			A	B-57
			Z	Other (includes B-26)
			1235	Pilot, Strategic Bomber
			B	B-47
			C	B-52
			D	B-58
			Z	Other
			1325	Pilot, Reconnaissance
			A	U-2, RB-57F
			B	RB-66
			C	RF-84
			D	RF-101
			E	RQ-130, WC-130
			F	RF-4
			G	RC-135, WC-135
			H	KB-47, EB-47, RB-47
			J	SR-71
			K	RB-57
			R	Pilot, Systems Operator
			Z	Other (includes RT-28, RB-26)
			1355	Flight Training Instructor
			A	T-33
			B	T-37
			C	T-38
			D	T-39
			E	T-29, C-131
			Z	Other
			1416	Operations Staff Officer
			1435	Air Operations Officer
			A	Physiological Support
			B	Bomber
			C	Transport/Troop Carrier
			D	Tanker
			E	Fighter-Interceptor
			F	Tactical Fighter
			G	Reconnaissance
			H	Search-Rescue
			J	Survival Training and Protective Equipment
			K	Operations, General
			Z	Other
			1444	Forward Air Controller
			1456	Tactical Air Liaison Officer
	15	NAVIGATOR-OBSERVER	1515	Operations Support Officer
			A	Physiological Support
			B	Navigator-Bombardier
			C	Navigator
			E	Electronic Warfare
			J	Survival Training and Protective Equipment
			K	Operations, General
			Z	Other
			1525	Navigator-Bombardier
			A	K Series (includes MA6A and MA7A)
			B	ASQ-38 (includes ASB-4 and MA-2)
			C	ASQ-42
			D	ASQ-48
			J	A-13 Reconnaissance System Officer
			Z	Other
			1535	Navigator
			R	Navigator, Systems Operator
			Z	Other
			1564	Radar Intercept Officer
			1575	Electronic Warfare Officer
			1584	Aircraft Performance Officer
	16	AIRCRAFT CONTROL	1616	Air Traffic Control Staff Officer
			1634	Air Traffic Controller
			A	Flight Facilities Operations/Evaluation Officer
			B	Air Traffic Controller
	17	WEAPONS DIRECTOR	1716	Weapons Director Staff Officer
			1744	Weapons Controller
			A	Manual Systems
			B	416L System
			C	412L System
			D	NCCM Operations Officer
			E	416M System
	18	MISSILE OPERATIONS	1816	Missile Operations Staff Officer
			1825	Missile Launch Officer
			A	CGM-16D
			B	CGM-16E
			C	HGM-25A
			D	HGM-25B
			E	LGM-25
			F	LGM-30A/B, LGM-30A/M
			G	LGM-30F
			H	CIM-10
			M	MGM-13B
			N	CGM-13C
			Z	Other
	19	SAFETY	1916	Safety Staff Officer
			1925	Flying Safety Officer
			1935	Ground Safety Officer
			1945	Missile Safety Officer
			1955	Nuclear Safety Officer
	20	SPACE-SYSTEMS	2016	Space Systems Staff Officer
			2025	Space Systems Analyst
			A	Orbital Analyst
			B	Space Object Identification Analyst
			2035	Space Systems Operations Officer
			A	Space Sensor Systems (Electronics/Optical)
			B	Space Weapons Systems
AUDIO-VISUAL	23	AUDIO-VISUAL	2316	Audio-Visual Staff Officer
			2335	Precision Photographic Services Officer
			2344	Optical Instrumentation Analyst
			2354	Television Production Officer
			2364	Motion Picture Production Officer

This Visual Aid supersedes AFVA 36-1A and 36-1B, 1 November 1966.

OPR: AFPDPCS

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Column 2

CAREER AREA	CODE	UTILIZATION FIELD TITLE	AFSC	AFS TITLE
SCIENTIFIC AND DEVELOPMENT ENGINEERING	25	WEATHER	2516	Weather Staff Officer
			2524	Weather Officer
			2534	Aerial Reconnaissance Weather Officer
			2546	Advanced Weather Officer
	26	SCIENTIFIC	2616	Staff Scientist
			2625	Mathematician
			A	General
			B	Computer Technology
			2635	Physicist
			A	General
			B	Electromagnetic and Optical Physics
			C	Solid State Physics
			D	Plasma Physics
			E	Geophysics
			2645	Chemist
			A	General
			B	Biological
			C	Organic Chemistry
			D	Physical Chemistry
			2655	Metallurgist
			2665	Nuclear Research Officer
			A	General
			B	Power and Propulsion
			C	Nuclear Weapons
			2675	Behavioral Scientist
			A	Human Performance Engineer
			B	Experimental Psychologist
			C	Personnel Measurement Psychologist
			Z	Other
			2695	Scientist, Special
			A	Operations Research
			B	Biologist
			Z	Other
	27	RESEARCH AND DEVELOPMENT MANAGEMENT	2716	Research and Development Director
	28	DEVELOPMENT ENGINEERING	2816	Staff Development Engineer
			2825	Electronics Engineer
			A	General
			B	Information Transmission and Processing
			C	Guidance and Control
			2835	Mechanical Engineer
			A	General
			B	Aerospace Ground Equipment
			C	Propulsion Devices and Power Plants
			D	Energy Control and Transmission
			2845	Astronautical Engineer
			A	General
			B	Structures and System Design
			C	Propulsion
			D	Guidance and Control
			E	Space Flight Mechanics
			2855	Aeronautical Engineer
			A	General
			B	Aerodynamics
			C	Propulsion
			D	Structures
			E	Stability Control
			2865	Aerospace Research Flight Test Officer
			A	Transport/Troop Carrier
			B	Fighter/Interceptor/Tactical
			C	Tactical/Strategic Bomber
			D	Prototype Aerospace Vehicles/Shapes
			E	Helicopter/VSTOL
			2895	Development Engineer, Special
			A	Reconnaissance Research Engineer
			B	Procedures Engineer
			C	Materials Engineer
			D	Armament Systems Engineer
			E	Chemical Engineer
			G	Reliability Engineer
			H	Technical Intelligence
			Z	Other
	29	SYSTEM PROGRAM MANAGEMENT	2916	System Program Staff Officer
			2926	System Program Manager
			2935	Systems Program Data Management Officer
			2944	System Program Management Officer
			2955	Personnel Subsystem Officer
COMMUNICATIONS AND ELECTRONICS MAINTENANCE	30	COMMUNICATIONS-ELECTRONICS	3026	Communications-Electronics Staff Officer
			3034	Communications Officer
			3044	Ground Electronics Officer
			3064	Electronics Computer Maintenance Officer
	31	MISSILE	3116	Missile Staff Officer
			3124	Missile Officer
			B	CGM-16D
			C	CGM-16E
			D	HGM-16F
			E	HGM-25
			F	LGM-25
			G	LGM-30A/B, LGM-30A/M
			H	LGM-30F
			J	CIM-10
			M	MGM-13B
			N	CGM-13C
			Z	Other
	32	AVIONICS	3216	Avionics Staff Officer
			3234	Avionics Officer
			A	Fighter
			B	Bomber
			C	Other
	43	AIRCRAFT MAINTENANCE	4316	Aircraft Maintenance Staff Officer
			4344	Aircraft Maintenance Officer
			4355	Production Control Officer
	46	MUNITIONS	4616	Aerospace Munitions Staff Officer
			4625	Aerospace Munitions Officer
			A	Munitions
			B	EOD
	47	MOTOR VEHICLE MAINTENANCE	4716	Motor Vehicle Maintenance Staff Officer
			4724	Motor Vehicle Maintenance Officer
CIVIL ENGINEERING	55	CIVIL ENGINEERING	5516	Staff Civil Engineer
			5525	Base Civil Engineer
			5534	Construction Engineer
			5544	Maintenance Engineer
			5574	Industrial Engineer
			5585	Aerospace Facilities Engineer
			5596	Civil Engineer Director
	57	CARTOGRAPHY	5716	Cartographic Staff Officer
			5724	Cartographic Officer
			5774	Geodetic Officer
MATERIEL	60	TRANSPORTATION	6016	Transportation Staff Officer
			6044	Transportation Officer
	62	SUPPLY SERVICES	6216	Supply Services Staff Officer
			6224	Supply Services Operations Officer
			6234	Supply Services Sales Officer
			6244	Food Services Officer
	63	FUELS	6326	Fuels Staff Officer
			6334	Fuels Officer
			A	Petroleum Fuels
			B	Missile Liquid Fuel Propellants
	64	SUPPLY MANAGEMENT	6416	Supply Management Staff Officer
			6424	Supply Operations Officer
			A	General
			B	Equipment
			C	Supplies
			D	Munitions
	65	PROCUREMENT MANAGEMENT	6516	Procurement Management Staff Officer
			6524	Production Officer
			6534	Procurement Officer
	66	LOGISTICS	6616	Logistics Staff Officer
			6624	Logistics Officer
COMPTROLLER	67	FINANCIAL	6716	Accounting and Finance Staff Officer
			6724	Accounting and Finance Officer
			6736	Budget Officer
			6745	Cost Analysis Officer
			6784	Auditor
			6796	Auditor, Staff
	68	DATA AUTOMATION	6816	Data Automation Staff Officer
			6855	Data Automation Officer
			6896	Management Analysis Officer

Column 3

CAREER AREA	CODE	UTILIZATION FIELD TITLE	AFSC	AFS TITLE
PERSONNEL RESOURCES MANAGEMENT	70	ADMINISTRATIVE SERVICES	7016	Administrative Staff Officer
			7024	Administrative Officer
	73	PERSONNEL	7316	Personnel Staff Officer
			7324	Personnel Officer
			7344	Personnel Services Officer
	74	MANPOWER MANAGEMENT	7426	Manpower and Organization Management Staff Officer
			7444	Manpower and Organization Management Officer
			7456	Management Engineer, Staff
			7464	Management Engineering Officer
	75	EDUCATION AND TRAINING	7516	Education and Training Staff Officer
			7524	Education and Training Officer
			7535	Instructor
INFORMATION	79	INFORMATION	7916	Information Staff Officer
			7924	Information Officer
INTELLIGENCE	80	INTELLIGENCE	8016	Intelligence Staff Officer
			8035	Signals Intelligence Officer
			8045	Intelligence Photo-Radar Officer
			8054	Intelligence Officer
			8086	Air Targets Officer
			8095	Air Tactical Intelligence Officer
SECURITY	81	SECURITY POLICE	8116	Security Police Staff Officer
			8124	Security Police Officer
	82	SPECIAL INVESTIGATIONS	8216	Special Investigations Staff Officer
			8224	Special Investigations Officer
LEGAL	88	LEGAL	8816	Legal Staff Officer
			8824	Legal Officer
CHAPLAIN	89	CHAPLAIN	8916	Staff Chaplain
			8924	Chaplain
MEDICAL	90	MEDICAL SERVICES	9016	Medical Administrative Staff Officer
			9025	Medical Administrative Officer
			9035	Medical Supply Officer
	91, 92	BIOMEDICAL SCIENCES	9116	Bio-Environmental Engineer, Staff
			9124	Bio-Environmental Engineer
			9136	Medical Entomologist
			9146	Staff Biomedical Scientist
			9155	Biomedical Laboratory Officer
			A	General
			B	Bacteriologist
			C	Biochemist
			D	Virologist
			E	Parasitologist
			F	Special
			9166	Aviation Physiologist
			9176	Health Physicist
			9186	Clinical Psychologist
			9196	Psychiatric Social Worker
			9216	Dietitian
			9226	Occupational Therapist
			9236	Physical Therapist
			9246	Pharmacy Officer
			9256	Optometry Officer
			9265	Biomedical Therapist
			A	Podiatrist
			B	Audiologist
			C	Speech Therapist
			D	Special
	93, 94, 95, 96	MEDICAL PROFESSIONAL	9316	Medical Staff Officer
			9326	Medical Officer, General
			9336	Medical Officer, Preventive Medicine
			9346	Medical Officer, Occupational Medicine
			9356	Medical Officer, Aerospace Medicine
			9366	Pediatrician
			9376	Medical Officer, Physical Medicine
			9386	Internist
			9416	General Surgeon
			9426	Urologist
			9436	Ophthalmologist
			9446	Otolaryngologist
			9456	Neurological Surgeon
			9466	Thoracic Surgeon
			9476	Plastic Surgeon
			9486	Orthopedic Surgeon
			9496	Obstetrician and Gynecologist
			9526	Medical Officer, Pulmonary Diseases
			9536	Gastroenterologist
			9546	Cardiologist
			9556	Dermatologist
			9566	Allergist
			9576	Neurologist
			9586	Psychiatrist
			9626	Pathologist
			9636	Radiologist
			9646	Medical Officer, Special Weapons Defense
			9656	Anesthesiologist
	97	NURSE	9716	Nurse, Administrative
			9725	Nurse, Psychiatric
			9735	Nurse, Operating Room
			9745	Nurse, Anesthetist
			9754	Nurse, General
			9765	Flight Nurse
	98	DENTAL	9816	Dental Staff Officer
			9826	Dental Officer, General
			9836	Oral Surgeon
			9846	Periodontist
			9856	Prosthodontist
			9866	Orthodontist
			9876	Oral Pathologist
	99	VETERINARY PROFESSIONAL	9916	Veterinary Public Health Staff Officer
			9925	Veterinary Officer, General
			9936	Veterinary Officer, Technologist
			9946	Veterinary Pathologist
			9956	Veterinary Laboratory Animal Technologist
			9966	Veterinary Radiobiologist
			9976	Veterinary Physiologist
			9986	Veterinary Toxicologist
			9996	Veterinary Food Technologist

REPORTING IDENTIFIERS

IDENTIFIER	TITLE
0001	Patient
0002	General Officer
0003	Air Officers Commanding, USAFA
0004	Unallotted
0005	Nuclear Weapons Custodian
0006	Pilot Trainee
0007	Navigator Trainee
0008	Air Attache
0009	Victor Alert Duty Officer

COMMANDER AND DIRECTOR SPECIALTIES

AFSC	TITLE
0016	Director of Personnel Management
0026	Organization Commander
0036	Director of Operations
0046	Director of Materiel
0056	Comptroller
0066	Commander
0076	Planning and Programming Officer
0086	Missile Commander

NON-CAREER AREA UTILIZATION FIELD

AFSC	TITLE
0216	International Politico-Military Affairs Officer
0316	Special Air Warfare Officer
0415	Open Mess Secretary

PREFIXES

PREFIX	TITLE
B	Radio Frequency Allocation Officer
C	Automated Systems Analyst
D	Automated Systems Program Designer
E	SSIR Qualification
F	Flight Test Maintenance
G	Pilot
H	Navigator-Observer
K	Area Specialist
L	Area Specialist
M	Area Specialist
N	Area Specialist
P	Parachutist
R	Materiel Requirements
S	Fighter Weapons Instructor
T	Technical Instructor
V	Medical Research Manager
W	Advanced Medical Research
Y	Analytical Studies Officer

INTERIM AFSC

AFSC	TITLE
0105	Disaster Preparedness Officer